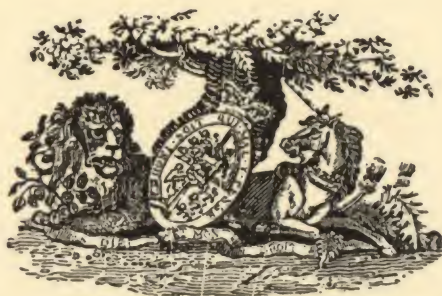


Gail Borden Co.
And His Heritage
Since 1857

HAROLD W. COMFORT





"Were American Newcomen to do naught else, our work is well done if we succeed in sharing with America a strengthened inspiration to continue the struggle towards a nobler Civilization—through wider knowledge and understanding of the hopes, ambitions, and deeds of leaders in the past who have upheld Civilization's material progress. As we look backward, let us look forward."

—CHARLES PENROSE

*Senior Vice-President for North America
The Newcomen Society of England*



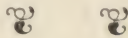
This statement, crystallizing a broad purpose of the Society, was first read at the Newcomen Meeting at New York World's Fair on August 5, 1939, when American Newcomen were guests of The British Government

"Actorum Memores simul affectamus Agenda"

GAIL BORDEN (1801-1874)
And His Heritage Since 1857
An Address at New York



AMERICAN NEWCOMEN, *through the years, has honored numerous important industrial organizations both in the United States of America and in Canada, and has honored the memories of pioneer leaders whose vision, courage, determination, inventive skill, technological knowledge, hard work, and abiding Faith have laid the foundations of what came to be internationally-known organizations. Exactly such a Newcomen manuscript is that found in the pages which succeed!*

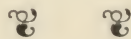




“The story of invention always has been a thrilling one to the American People. Every child, before he is out of grammar school, knows who invented the cotton gin, the sewing machine, and the telegraph. It is useful knowledge because each of these inventions has made a pattern of living obsolete and has marked the starting point of a new era, either social or industrial.

“However, few school children outside of the State of Texas learn of a man who, through invention, probably did as much to change our way of life as either Whitney, Howe, or Morse. His name is before the public literally billions of times each year, yet he is relatively unknown as a person. That man is Gail Borden, who invented the first practical method of condensing milk and thereby became the father of the modern milk industry. He is also the founder of The Borden Company.”

—HAROLD W. COMFORT



Gail Borden
And His Heritage
Since 1857

HAROLD W. COMFORT

MEMBER OF THE NEWCOMEN SOCIETY
EXECUTIVE VICE-PRESIDENT
THE BORDEN COMPANY
NEW YORK



THE NEWCOMEN SOCIETY IN NORTH AMERICA
NEW YORK SAN FRANCISCO MONTREAL

1953

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HAROLD W. COMFORT



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*The Newcomen Society, as a body,
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*First Printing: March 1953
Second Printing: March 1953*



*This Newcomen Address, dealing with the life
and work of Gail Borden (1801-1874) and
with the history of The Borden Company, was
delivered at a National Newcomen Dinner of
The Newcomen Society of England, held in
Ballroom of The Pierre, at New York, N.Y.,
U.S.A., when Mr. Comfort was the guest
of honor, on March 12, 1953*



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INTRODUCTION OF MR. COMFORT, AT NEW YORK ON MARCH 12, 1953, BY H. W. PRENTIS, JR., CHAIRMAN OF THE BOARD, ARMSTRONG CORK COMPANY, LANCASTER, PENNSYLVANIA, U.S.A.; CHAIRMAN OF THE LANCASTER-YORK COMMITTEE, IN THE NEWCOMEN SOCIETY OF ENGLAND.

My fellow members of Newcomen:

74
ABSENCE from the Country accounts for my inability to be here tonight, and since I do not recall any meeting of The Newcomen Society that I regret missing so keenly as this one this evening, I deeply appreciate the courtesy extended in giving me the high privilege of introducing our honored speaker *in absentia*. As a member of the Board of Directors of The Borden Company, I have known him for about a decade, and can truthfully say that my admiration, respect, and affection for him have grown steadily with every passing year. His capacity as an outstanding business executive, his warm, genial personality, and his sterling personal character, deserve a better introduction than I am capable of giving him, but at least in my earnest desire to do him full justice, I shall not overstate the case for him, as did the presiding officer at a political gathering in a South St. Louis German Ward in presenting a perennial candidate for political office, as follows:

"We haf wid us tonight a man who needs no introduction to dis audience; a man who has held many political offices at de gift of de electorate of St. Louis; a man who is a prince of good fellows;

a man who is a hail fellow vell met; a man at whom de finger of suspicion has nefer been pointed; a man, who like Caesar's wife, is all things to all men."



The human mind cannot conceive where art would stand today had it kept pace with science and industry. The oldest art form yet discovered is a drawing of a cow, executed by some prehistoric man thousands of years before the birth of Christ on the wall of a French cave. Yet in concept it is no different from a line drawing of the Borden Company's, *Elsie the Cow!* In the space of less than a century, however, science and industry have transformed that same cow from a family possession into a multi-million dollar business.



Tonight we shall hear the story of the man and the Company that made that transformation possible. We shall be told of an invention—the processing of condensed milk—that was built by perseverance, research, and business ability into an organization that today constitutes a major segment of the modern dairy industry. We shall hear the story from a man who has been associated with that industry for most of his adult life, and who has been in a position of responsibility and authority during the period of its greatest expansion.



Harold W. Comfort was born in Brooklyn, but his family history can be traced back through solid farmer stock to the Comfort Hills of Orange County, New York, where his ancestors settled. He entered Williams College during the First World War, but, anxious to get in the midst of action, left to enlist in the U.S. Naval Reserve, in which he served as an ensign until the end of the war.



On his return to civilian life he took a job as a plant workman with the Reid Ice Cream Company in Brooklyn, was moved up to route driver, took over a sales territory, and, in 1921, was appointed a branch manager. Three years later, he was named sales manager of both the ice cream and fluid milk department.

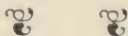
By 1928, when Reid's became a subsidiary of The Borden Company, he was its general manager, and a short time later became vice-president. In 1931, he was appointed president of the subsidiary. He served as vice-president in charge of sales when all Borden ice cream units in the New York area were merged, in 1931, into Pioneer Ice Cream Brands. Two years later, he moved on to The Borden Company as chairman of the Metropolitan Fluid Milk District. In 1936, he was named assistant general manager of the Fluid Milk Division, and, within ten months, was advanced to general manager. He was elected a vice-president of The Borden Company, in charge of fluid milk operations, in 1937, and a member of its Board of Directors, in 1938. He assumed his present post as Executive Vice-President of The Borden Company in 1944.



The interest of The Newcomen Society centers, as you know, in the history of those factors which have contributed to the material progress of Mankind. Seldom, I think, have so many of those factors—industry, invention, transportation, agriculture, economics, and others—been combined with such vigor, within one organization and in so short a space of time, as they have been within The Borden Company.



It is my pleasure to introduce to you now the man who is helping to write further bright pages in that Company's history: my friend and business associate: HAROLD W. COMFORT.





My fellow members of Newcomen:

THE STORY of invention always has been a thrilling one to the American People. Every child, before he is out of grammar school, knows who invented the cotton gin, the sewing machine, and the telegraph. It is useful knowledge because each of these inventions has made a pattern of living obsolete and has marked the starting point of a new era, either social or industrial.



However, few school children outside of the State of Texas learn of a man who, through invention, probably did as much to change our way of life as either Whitney, Howe, or Morse. His name is before the public literally billions of times each year, yet he is relatively unknown as a person. That man is Gail Borden, who invented the first practical method of condensing milk and thereby became the father of the modern milk industry. He is also the founder of The Borden Company.

Like other great inventions, *Mr. Chairman*, which changed men's lives, Gail Borden's discovery of condensed milk was a consequence of the age in which he lived. Few inventions are created unless there is need for them and, the greater the need, the greater their place in history. Gail Borden invented condensed milk because the public had no supply of pure, clean milk. He had seen children aboard ship die for lack of milk. A compassionate man with extraordinary gifts of thought, he saw that the solution must be a product that would be pure, keep well, and be available everywhere. His answer was condensed milk.



Gail Borden did not invent his condensed milk until 1853. He was then 52 years old. And it wasn't until 1856 that he was granted a patent. In the great centers of population, the death rate from diseased milk was soaring. If for every time and place of crisis there is a man to meet them, for New York of the 1850's that man was Gail Borden.



After repeated failure, and with borrowed money, he had set up a company to market the product he had invented. His condensed milk first appeared in New York City in the Spring of 1858, transported by train from his factory in Connecticut. He set up a small office on Canal Street in New York, and peddled the milk from door to door by hand.



Years of intermittent success and failure preceded Gail Borden's arrival in New York with his new product. A man of little formal education, he had drifted from New York State, where he was born in 1801, to Texas. There, with Sam Houston and Stephen F. Austin, he was one of the leaders in the war that freed that region from Mexican rule. He experimented with making a living in several fields. Among other things, he was a farmer, surveyor, teacher, customs collector, and newspaper publisher. As publisher, he was to write the headline that became the rallying cry of the Texas war for independence: "*Remember The Alamo!*"

An intense, religious man of Puritanical bent, Gail Borden turned to invention in an effort to serve his God by bettering the living conditions of other men. Each of his failures spurred him to even greater efforts. He tried to refrigerate yellow fever out of existence by using ether. He devised a "terraqueous machine," a prairie schooner equipped with sails and adaptable to water crossings; in effect, it was the predecessor of the famed "duck" of the Second World War. It became a marked failure when it overturned in the Gulf of Mexico, dumping a select group of guests—men and women—into the water some fifty feet offshore. When, in the uproar, one guest inquired, "Where's Borden?", another replied, "Drowned, I do most sincerely hope!"



In 1851, he went to London to exhibit his new concentrated food—a "meat biscuit" made of dehydrated meat and flour. He pictured wide use of this product by armies, navies, and explorers.



In 1852, Gail Borden returned to New York, where his efforts to interest agencies in handling his meat biscuits ended in failure. He built a stockpile of them in his Texas factory, and lost between \$60,000 and \$100,000, a tidy sum in those days.



But he was tireless and resourceful, with no interests except his work and his religion. When not engaged in promoting his meat biscuit, he spent his time experimenting with a method of condensing milk. Finally, at New Lebanon, N.Y., while working with a borrowed vacuum pan, he developed a condensing process which produced a milk of good flavor and excellent keeping qualities. At the time, he thought his milk kept fresh for long periods because it was condensed. Through Pasteur and others it has since been learned that the high temperatures he employed destroyed the disease-carrying bacteria in milk. Borden gave the world not only condensed milk, but in reality its first "pasteurized" milk.

Gail Borden applied for a patent for his invention as early as 1853. But it was not until three years later when he was in his 'mid-fifties that the U.S. Patent Office recognized his claim. In 1856, he had a patent for a product, but no market. Neither did he have the money to create a market. His funds, his credit, and his friends' patience had been exhausted in the course of his previous failures. He had only two things on which to build . . . one, tangible, was an original product; the other, intangible, was a facility for firing the interest of strangers in himself and winning their confidence. He persuaded one man, on the strength of a handshake and his honest face, to give him the use of equipment he needed at a factory he had opened in Wolcottville, Connecticut. That company failed, as did another. But the story of his product—and his honest face—were to serve as collateral once again in his final effort to launch a successful venture.



Gail Borden's opportunity came during a train trip to New York from his Connecticut factory. Friendly by nature, he struck up a conversation with the stranger sitting opposite him. It was a chance meeting, but a meeting that was to change the course of Borden's life, and the lives of millions throughout the world. For on that train Gail Borden met Jeremiah Milbank, a wholesale grocer who later was to become a successful broker, private banker, and railroad director.



Milbank was impressed by Borden's story. He soon perceived that here was an invention which, if properly financed, had enormous commercial potentialities. Making his decision quickly, he shook hands with his new acquaintance and a lasting partnership was formed.



On May 11, 1857, the New York Condensed Milk Company was founded. Its factory was a small mill in the town of Burrville, Connecticut. This was the beginning of The Borden Company, today the second largest organization engaged primarily in the dairy business and the oldest such firm operating on a national

basis—a company whose name appears on more food packages than any other trademark in the world, over two billion every year.



The history of The Borden Company is the history of the era in which it grew. The condensed milk caught on quickly in New York City not only because it was a good product, but also because the temper of the times demanded an alternative to unclean milk. Borden was there to meet that demand. His company became firmly established because the Union Army in the Civil War needed milk that would keep well, and he was in a position to supply it. The Army wanted evaporated milk for troops in the First World War, and The Borden Company produced it. The armed services in the Second World War needed a convenient, compact coffee product, and Borden's manufactured instant coffee for them. Today, the American housewife wants an inexpensive source of protein, and Borden's, keeping pace with America, is supplying her with nonfat dry milk.



The Borden Company remained a two-family concern from its founding in 1857 until its reorganization in 1899. The new enterprise, however, was not long in taking its first steps that were to keep it in stride with the Country's rapid expansion. The Civil War was over and the westward push gained momentum. Frontier towns and great cities were springing up in the West. Gail Borden was close on the heels of this surge, the spark of his old pioneering instincts still bright enough to set off the tinder of his humanitarian fervor. He no longer was regarded as the eccentric inventor, with "terraqueous machines" and meat biscuits, nor even the newspaper editor coining new rallying cries. He became a successful businessman, a man who still wanted to serve his fellow men.



In 1875, a year after its founder's death at the age of 72, The Borden Company entered the fluid milk business in New York. This was the start of a business that has grown, until today Borden's brings milk to more homes than any other firm in the world.

With the introduction of fluid, or fresh, milk, sanitation became of even greater importance to The Borden Company. The pasteurization process for fresh milk had not yet been developed and the quality of the milk was determined almost entirely by the way in which it was produced and handled. John Gail Borden took up his father's work in the field of milk sanitation, devoting his time principally to educating dairy farmers in ways of producing better and cleaner milk. He drew up a set of rules for dairymen based upon requirements laid down by his father. These soon became known as the "Ten Commandments" and the penalty for transgression rivaled that in the Law of Moses.



In 1885, under Henry Lee Borden, Gail's elder son, the company pioneered in selling milk in bottles. Later, Borden's sponsored research in the field of commercial milk pasteurization. It pioneered the development of efficient irradiation equipment and was the first company to distribute irradiated *Vitamin D* Milk to the public. The consuming public's association of Borden's with quality is one of the company's most valued assets.



After fluid milk, The Borden Company's next step in its product diversification was its entry, in 1892, into the evaporated milk field. This was a natural extension of operations, supplementing the company's growing fluid milk business. The demand for fluid milk has always been nearly constant the year round—the production of milk, however, follows a natural cycle, increasing with Spring pastures and declining in the late Summer and Autumn. In order to supply their customers with a steady output of fluid milk, dealers in that period, as well as now, were faced with large surpluses of milk during the heavy production season. Thus, the evaporated and condensed milk operations provided an outlet for the surplus production which the fluid milk business made necessary.



The Borden Company recognized evaporated milk not as a competitive product that would supplant its well-established con-

densed milk, but as a companion product that would serve both consumer and farmer well. The wisdom of this decision is shown by the position Eagle Brand Condensed Milk holds today in the scheme of things. New uses for the product in cooking and baking continue to be developed. Yet, thousands of men and women still pridefully identify themselves as "Eagle Brand babies" who were nursed to health on Borden's Condensed Milk just as were children of almost a century ago.



In 1899, The Borden Company was reorganized. Capitalization was increased from three million to twenty million dollars and, for the first time since the company's founding, Borden stock passed into the hands of persons other than members of the Borden and Milbank families.



The turn of the Century marked the swift expansion of The Borden Company, where it was felt that old products in old markets were not enough to grow on. The company wanted new plants and new products.



In 1899, Borden's entered the Canadian market with the construction of an evaporated milk plant in Ingersoll, Ontario. It was known at first as the St. Charles Condensing Company, but with the growth of its operations, was incorporated, in 1912, as The Borden Milk Company, Limited. Product diversification in Canada came, in 1913, with the introduction in Montreal of Borden's bottled milk. Borden's in Canada grew with the Dominion, benefiting from its growth as well as contributing to it. Staffed with Canadians who know the country's modes and customs, it has become an integral part of the Dominion's economy.



Within the company, the period immediately following the First World War was marked by a series of rapidly-occurring events. A new President and a new Chairman of the Board took

over, in 1917. Outside Directors were added to the Board for the first time, in 1918, a move designed to make corporate decisions reflect better the attitude of business generally, rather than specifically that of the dairy industry. Then, in 1919, after twenty years as Borden's Condensed Milk Company, the firm's name was shortened to The Borden Company. The excision of those two words—condensed milk—was formal recognition of an accomplished fact: That Borden's could no longer be identified with only one product.



The Borden family of products enlarged rapidly during the late 1920's, both through a natural evolutionary process and by adoption. In one year—1928—Borden's entered the ice cream, cheese, and powdered milk businesses. In 1929, it acquired the Casein Company of America, establishing a foothold in the chemical industry. By the early 'Thirties, there was virtually no major item derived from milk that was not being produced by some Borden operation, either in the United States of America or Canada.



These acquisitions which contributed to Borden's growth during the 'Twenties were usually of companies which, for the most part, specialized in only one product or in one phase of dairy operations. These purchases were made either to round out the company's line of products, or to enable it to use some by-product of its operations that would otherwise be wasted. While some of these products could have been introduced and marketed successfully on Borden's own initiative, there were other, important items that could have been acquired in no other way except by purchase, since the transfer of patent rights to products and processes was involved.



Borden's, for example, acquired a cheese company, in 1928, and with it the exclusive right to manufacture Liederkrantz brand cheese. Liederkrantz was a flavorful, mellow, soft-ripening cheese that fitted midway between the mild tang of Camembert and the gusty bite of Limburger. Perhaps the most famous of American cheeses, Liederkrantz was discovered by accident. Its inventor was

trying to develop an American equivalent of Schlosskaese, a German cheese of which he was particularly fond. One of the trial batches seemed to him to have unusual flavor characteristics of its own. The Schlosskaese project was abandoned and a sample of the new cheese was sent to New York where it was sampled by a group of gourmets. Transported to lyrical heights, they called the masterpiece Liederkranz, roughly the German equivalent of "*Wreath of Song*." Although strictly a brand, it quickly caught the fancy of the public and gained wide favor as a dessert cheese.



Important patent rights to dehydrating processes accompanied Borden's acquisition of a pioneer dry milk company, in 1928. These processes were used in the manufacture of powdered milk, but it was because of these patents that the U.S. Quartermaster Corps in the Second World War called upon the company to supply a powdered coffee concentrate. The successor to that wartime product is Borden's Instant Coffee, introduced in 1945, and now one of the best-selling soluble coffees in a highly successful field. Instant Coffee, though, is nothing new to Borden's. Its founder was marketing an extract of coffee in the 1850's. It was a real timesaver, too—the milk and sugar were already in it, and Queen Victoria granted a patent for the process, in 1856.



The purchase of this dry milk company also gave Borden's the rights to Klim powdered whole milk, and a foothold in world markets. Gail Borden, who in his time was so sorely beset by the inaction of patent officials, would have been amused that the simple device of spelling a word backwards, and capitalizing it, was all that was needed to get the Patent Office to recognize a trademark. Milk spelled backwards is Klim. To thousands of missionaries, explorers, and African natives, the two words are synonymous. Natives of the Belgian Congo literally sing its praises to the tune of one of the most popular songs in Africa: "*Klim Has Saved a Baby*."

The purchase of the Casein Company of America, in 1929, was a milestone in The Borden Company's search toward product diversification. Again, the acquisition gave the company the use of valuable processing methods. More important, it provided an outlet for a by-product of Borden operations, casein. The Casein Company formed the nucleus of Borden's Chemical Division, which later was to branch out into a wide variety of products, many of them entirely unrelated to milk.



The advent of the Depression brought no halt to Borden's program of expansion. While most businesses, including the dairy industry generally, were preparing to retrench, the company, with continued faith in American free enterprise, made plans for the future. By the early 'Thirties, product diversification in the dairy line was virtually completed. During the first half of the decade, construction of new facilities and acquisitions were directed primarily toward widening the company's operations geographically, both in the United States and Abroad.



The story of The Borden Company, however, is more than the recital of events and incidents and of disembodied corporate actions. It is the story of people, and of decisions and attitudes that traced the course of the company's future growth. Gail Borden's perseverance gave birth to the company. Jeremiah Milbank's financial acumen nurtured it in its early years. Gail Borden's sons made their father's insistence upon sanitation and quality an inseparable part of the company's tradition and policies. Arthur W. Milburn, who became President of the company during the First World War, mapped Borden's expansion program during the booming 'Twenties and depression 'Thirties.



In the same way, Borden's transformation from primarily a dairy company into a major food processor and a growing industrial chemicals firm can be traced directly to the attitudes and actions of Theodore G. Montague, who has served as President of

the company since Arthur Milburn's death, in 1937. Mr. Montague was aware of the impact that the social revolution underway in the 'Thirties would have on the dairy industry. Government had traded its role of arbiter for that of arbitrator. In doing so, it had disrupted the historical balance between agriculture, labor, and business—the three forces that give the dairy industry its stability. Mr. Montague, recognizing the challenge to the dairy industry created by a new social order, revised Borden's operations to meet this new situation.



Theodore Montague had grown up with the dairy industry and knew its problems. Born in the heart of America's dairyland at LaCrosse, Wisconsin, he had attended the University of Wisconsin before enlisting in the United States Naval Air Service, in the First World War. On his return to civilian life, he had accepted a clerical position with a Wisconsin milk company and, in 1927, with several associates, had purchased a leading dairy in Madison. The executive ability he displayed as President of the firm was reflected in its growth. And, when Borden's acquired the dairy in 1928, he continued as its head. In 1934, Mr. Montague moved to the parent company as General Manager of its fluid milk operations. A year later, he was appointed a Vice-President and, in 1937, was named President of The Borden Company.



One big problem confronted Mr. Montague as he took over as head of a major dairy enterprise in a period of great social change. That problem was the dwindling margin of profit on dairy products, reflecting action by Government agencies and agricultural support programs to keep farm prices from fluctuating in response to supply and demand.



To supplement income from dairy products, Mr. Montague initiated a vigorous program of product diversification *outside* the dairy field.

To boost income from dairy products, which even in a fully-free economy carry one of the smallest per-unit profit margins in the food field, efforts were concentrated on increased efficiency. By far the major contribution to this end was decentralized control of operations which Mr. Montague has championed.



This program of decentralization benefited particularly the fluid milk operations and, to a lesser degree, the ice cream operations of the company. Each fluid milk market is unique. It has its own pattern of consumer buying habits. Health regulations are different. Systems of purchasing milk from producers, and methods of distribution are extremely localized. Since 1937, federally-regulated milk marketing programs have been establishing farm prices of milk in a growing number of major markets in the Country. Each of these complex arrangements is adapted to local conditions. The Borden Company serves hundreds of communities in twenty States and each of these communities has its peculiar problems. Efficient operations could be achieved best with responsibility and authority in the hands of local management.



Centralized control, however, was retained where operating efficiency would profit. National advertising, coordinated research programs, and volume purchasing benefited all operations, and thus remained with the parent organization. Sales of products marketed nationally and internationally but manufactured at relatively few locations, stayed under the direction of a central unit which could coordinate distribution.



During this era, such products as Instant Coffee, Starlac, animal feeds, liquid and powdered Urea Resin, liquid and powdered Phenol Resin, formaldehyde and other raw materials used in plastic manufacturing, were marketed. Likewise, in the Fluid Milk and Ice Cream Divisions, territorial diversification was resorted to by developing those areas that had the highest population growth trends.

It was during Mr. Montague's presidency, too, that a new and vivid Borden *personality* came onto the scene, one who was the very antithesis of the austere and serious-minded founder, and who today is far better known to the public than he was. I refer, of course, to *Elsie the Cow*.

We are often asked who invented Elsie and we always reply "nobody—and everybody." Conceived simply as a trade character to humanize the company in a minor advertising campaign, she not only just grew, like Topsy, but in a remarkably short space of time emerged as a national figure and came to dominate all of the advertising and promotion of the company.



Before the New York World's Fair, in 1939, Elsie was inanimate and existed only in the pages of the press. At the Fair, because of an immediate and urgent demand by the public to see the "real" Elsie, a Jersey cow with the improbable name of "You'll Do Lobelia" was hastily pressed into service. From that time on, she was one of the great successes of the Fair and so much the feature of the Borden Exhibit that a special boudoir was built for her, barn colonial in décor, complete with a four-poster bed. This attracted movie producers and, in the Summer of 1940, Elsie was persuaded to travel to Hollywood by streamlined box car to act the role of *Buttercup* in the picture "Little Men." She was met at the Los Angeles Station by famous stars, and parties were given in her honor at the Ambassador and Ciro's, where she was given a corsage of orchids which, much to the surprise of those present, she promptly ate.



To substitute for *Elsie* at the Fair back in New York a young bull was drafted. He had to be renamed *Elmer* (because his real name was Sybil's Dreaming Royalist) and he was installed in the boudoir to keep house for Elsie while she was away. He let the place get into a dreadful mess, as a result of typical male bad housekeeping and also, presumably, several all-night poker parties.

Elsie made her picture, had a calf in Hollywood, who was christened *Beulah*, and returned to start a series of annual tours which have been continued ever since. It is estimated that Lobelia and her many successors in the role of *Elsie*, along with *Elmer*, *Beulah*, and her latest son, *Beauregard*, have played to more than 27,000,000 people in ten years.



She now is not only Borden's trade character, appearing in company advertising and on most product labels, but a public character of wide renown. Surveys show that she is well and favorably known to 8 out of 10 Americans, a claim which can be made by only a very few national figures of the human variety. In fact, in a recent survey *Elsie* was known to more people than movie star Jane Russell!



When Gail Borden founded his company ninety-six years ago, he was its chief owner. Every detail of its operations was under his personal supervision. He visited the dairy farms that produced his milk. He lectured dairymen and plant workers in sanitation. He worked alongside his mechanics on the company's machinery. He solicited business, purchased supplies and, on occasion, washed windows and swept floors.



A few years before his death, Gail Borden visited Woodlawn Cemetery, just north of Manhattan, and selected the site where he was to be buried. There, on a shady knoll overlooking most of the cemetery, he placed a huge granite milk can. His instructions were that it was to be removed upon his burial. In January 1874, his instructions were carried out. The milk can was replaced with a monument. It bore this simple epitaph: "I tried and failed, I tried again and again, and succeeded."



This inscription tells eloquently the story of the man—of the Texas pioneer, the frontier-town newspaper publisher, the inventor of condensed milk and by that token the father of the American

dairy industry, as well as the founder of the company that is Borden's today. Today, the company represents a stockholder family of 51,000. Not one of these stockholders owns as much as one percent of total stock. It provides employment for more than 32,000 employees of varying skills and background. Add to this the more than 50,000 dairy farmers, plus hundreds of manufacturers and suppliers throughout the world who furnish necessary raw materials for Borden products. This is the living and growing monument which continues to prosper under the founder's name.



Recounting the history of a corporation as alive and changing as The Borden Company has one great drawback. One must cut it off at a point in time. Like the story of a man's life, the story of a company is told best when the subject no longer exists.



Happily, such a definitive biography of The Borden Company, to be written in the perspective of history, is remote. Under the leadership of Mr. Montague, the prospects for future growth are brighter than they have been at any time in the company's past. Old markets are widening, and new markets are being created. Thirty-five million people will have been added to the Nation's population by 1975, establishing greater demand for products such as those manufactured by Borden's.



Whatever the future holds, we shall be ready. As long as America continues to grow, and grow it must, we shall grow with it. Borden's will be satisfied with nothing less. It is content with nothing more, for the basic character that has been built into the organization from its very foundation will guide successfully its destiny for the years to come!

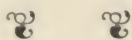
THE END



"Actorum Memores simul affectamus Agenda!"



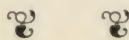
THIS NEWCOMEN ADDRESS, *dealing with the life and work of GAIL BORDEN (1801-1874) and with the history of THE BORDEN COMPANY, was delivered at a National Newcomen Dinner of The Newcomen Society of England, held at New York, N.Y., U.S.A., on March 12, 1953. Mr. COMFORT, the guest of honor, was introduced by H. W. PRENTIS, JR., Chairman of the Board, Armstrong Cork Company; Chairman of the Lancaster-York Committee, in American Newcomen. The dinner was presided over by the SENIOR VICE-PRESIDENT FOR NORTH AMERICA, in this international Society whose headquarters are at London.*





“Gail Borden did not invent his condensed milk until 1853. He was then 52 years old. And it wasn’t until 1856 that he was granted a patent. In the great centers of population, the death rate from diseased milk was soaring. If for every time and place of crisis there is a man to meet them, for New York of the 1850’s that man was Gail Borden.”

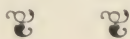
—HAROLD W. COMFORT





“After repeated failure, and with borrowed money, Borden had set up a company to market the product he had invented. His condensed milk first appeared in New York City in the Spring of 1858, transported by train from his factory in Connecticut. He set up a small office on Canal Street in New York, and peddled the milk from door to door by hand.”

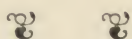
—HAROLD W. COMFORT





“Gail Borden’s opportunity came during a train trip to New York from his Connecticut factory. Friendly by nature, he struck up a conversation with the stranger sitting opposite him. It was a chance meeting, but a meeting that was to change the course of Borden’s life, and the lives of millions throughout the world. For on that train Gail Borden met Jeremiah Milbank, a wholesale grocer who later was to become a successful broker, private banker, and railroad director.”

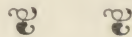
—HAROLD W. COMFORT





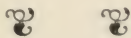
“Whatever the future holds, we shall be ready. As long as America continues to grow, and grow it must, we shall grow with it. Borden’s will be satisfied with nothing less. It is content with nothing more, for the basic character that has been built into the organization from its very foundation will guide successfully its destiny for the years to come!”

—HAROLD W. COMFORT





AMERICAN NEWCOMEN, *interested always in industrial and agricultural history, takes satisfaction in this colorful and very human Newcomen manuscript dealing with the life and work of a brilliant pioneer whose tireless and selfless efforts resulted in contributions of high significance to succeeding generations. It is a narrative which well may impart to the America of today that measure of inspiration to be derived from fine achievement for the benefit of Mankind!*





THE NEWCOMEN SOCIETY OF ENGLAND IN NORTH AMERICA

BROADLY, *this British Society has as its purposes: to increase an appreciation of American-British traditions and ideals in the Arts and Sciences, especially in that bond of sympathy for the cultural and spiritual forces which are common to the two countries; and, secondly, to serve as another link in the intimately friendly relations existing between Great Britain and the United States of America.*

The Newcomen Society centers its work in the history of Material Civilization, the history of: Industry, Invention, Engineering, Transportation, the Utilities, Communication, Mining, Agriculture, Finance, Banking, Economics, Education, and the Law—these and correlated historical fields. In short, the background of those factors which have contributed or are contributing to the progress of Mankind.

The best of British traditions, British scholarship, and British ideals stand back of this honorary society, whose headquarters are at London. Its name perpetuates the life and work of Thomas Newcomen (1663-1729), the British pioneer, whose valuable contributions in improvements to the newly invented Steam Engine brought him lasting fame in the field of the Mechanic Arts. The Newcomen Engines, whose period of use was from 1712 to 1775, paved a way for the Industrial Revolution. Newcomen's inventive genius preceded by more than 50 years the brilliant work in Steam by the world-famous James Watt.





*"The roads you travel so briskly
lead out of dim antiquity,
and you study the past chiefly because
of its bearing on the living present
and its promise for the future."*

—LIEUTENANT GENERAL JAMES G. HARBORD,
K.C.M.G., D.S.M., LL.D., U.S. ARMY (RET.)

(1866-1947)

*Late American Member of Council at London
The Newcomen Society of England*

